How employees are feeling right now

Data-driven insights amidst an uncertain year

In this report's latest edition, we highlight key themes of how employees have been feeling over the past six months, as reflected through Glint's employee surveys. We build on those themes and other lessons learned to highlight upcoming challenges.

Employee burnout has reached a new high—with no signs of abating

According to our data, we are in unprecedented employee-burnout territory. Even the term "burnout" has arguably become a limited representation of what we are facing: a sustained level of stress, anxiety, and provocation with no end in sight.

Employee burnout risk reached a two-year high in August.

How we measure employee burnout: *Our metric is the average percent of survey comments that express at least one risk factor of burnout, like stress, workload, anxiety, and other related cues.*

Employees' context:

People worldwide have been coping with the COVID-19 pandemic for at least six months, and, in some regions, even longer. Historic and life-threatening natural disasters ranging from wildfires to monsoons have introduced additional hardships. The U.S. and other countries are grappling with an ongoing reckoning with racial injustice. Working parents with school-age children are being stretched to the limit. And many of these challenges have disproportionately impacted employees in underrepresented minority groups.

Around the corner:

Globally, employees are both mentally and emotionally exhausted, and they'll be finishing the calendar year with very little left to give. The development of a coronavirus vaccine remains in question, leaving the pandemic's end uncertain. And political strife will continue to bubble over, particularly in the U.S., where the presidential election practically guarantees a chaotic November, and the European Union, where the Brexit transition period ends in December.

What Glint People Science says:

The stress, anxiety, and loss of meaning associated with burnout are pervasive workplace problems that predate the pandemic, so it's safe to say they won't magically disappear when a coronavirus vaccine becomes available. This ongoing period of uncertainty and distress will only add to employee burnout. We can't over emphasize that organizations need to make employee well-being a top priority. Read on to see how people leaders can promote employee well-being.

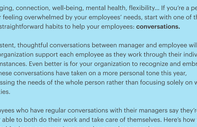
Employees to employers: Make space for our whole selves

Employees are human, and it's no longer feasible to compartmentalize work and personal life. They expect their employers to not only embrace but also support them in all of their humanity.

BELONGING

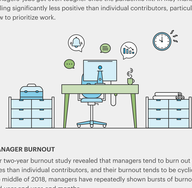
The impact an employee's sense of belonging has on their happiness at work increased by 12 percent from March to May.

Glint's research shows that employees tend to feel belonging in the workplace when they:



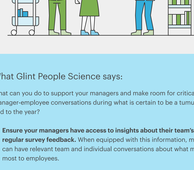
CONNECTION

Employees who say their employer is helping them feel connected are four times more likely to report feeling well supported. Yet employees' perception of their companies' efforts to promote connection dropped between June and September.



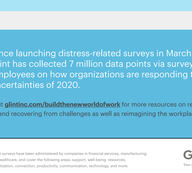
WELL-BEING AND MENTAL HEALTH

In July, nearly 3 out of 4 employees between the ages of 24 and 38 expressed high interest in more employer-sponsored mental-health and well-being support.



FLEXIBILITY

In July, approximately 3 out of 4 employees expressed high interest in more support for work-life balance.



What Glint People Science says:

Belonging, connection, well-being, mental health, flexibility… If you're a people leader feeling overwhelmed by your employees' needs, start with one of the most straightforward habits to help your employees: **conversations.**

Consistent, thoughtful conversations between manager and employee will help your organization support each employee as they work through their individual circumstances. Even better is for your organization to recognize and embrace that these conversations have taken on a more personal tone this year, addressing the needs of the whole person rather than focusing solely on work priorities.

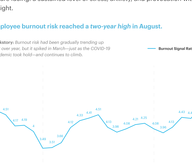
Employees who have regular conversations with their managers say they're better able to both do their work and take care of themselves. Here's how you can enable those conversations over the next three months.

People leaders, pay close attention to your managers

Managers will help your organization navigate the tough road ahead—but they need a lifeline, too.

PRIORITIZATION AND PERFORMANCE

Managers' jobs got even tougher once the pandemic hit. In May managers were feeling significantly less positive than individual contributors, particularly on how to prioritize work.



MANAGER BURNOUT

Our two-year burnout study revealed that managers tend to burn out at higher rates than individual contributors, and their burnout tends to be cyclical. Since the middle of 2018, managers have repeatedly shown bursts of burnout during mid-year and year-end months.

What Glint People Science says:

What can you do to support your managers and make room for critical manager-employee conversations during what is certain to be a tumultuous end to the year?

- **Ensure your managers have access to insights about their team's needs via regular survey feedback.** When equipped with this information, managers can have relevant team and individual conversations about what matters most to employees.
- **Revise organizational or team-level goals to prioritize manager-employee conversations.** When meaningful conversations become a shared priority, they get done.
- **Help your managers take action on their employees' and teams' needs.** That could mean guiding them toward available well-being benefits, helping them introduce flexible work schedules, or any number of other steps.

Since launching distress-related surveys in March 2020, Glint has collected 7 million data points via surveys to employees on how organizations are responding to the uncertainties of 2020.

Visit **glintinc.com/buildthenewworldofwork** for more resources on responding to and recovering from challenges as well as reimagining the workplace.